2025

Information Technology

Annual Report

Oregon Department of the

State Fire Marshal

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CIO MESSAGE

Oregon State Fire Marshal (OSFM) IT was established as a team in May of 2023, with a short-term goal of successfully creating the agency infrastructure and migrating all technology assets is a very short six weeks. After meeting the challenge successfully, 2023 was marked by establishing foundational IT processes and procedures as we supported ongoing business operations. The year culminated in the creation and submission of the Agency IT Strategic Plan in December of 2023, which paved the path forward for IT efforts in 2024.

2024 was the first year OSFM IT operated for a full year under a strategic plan and a governance process. The strategic plan aligned IT goals and initiatives with corresponding Agency goals and initiatives. The governance process was adjusted slightly to match agency need and has been successfully managing and prioritizing agency efforts. Similarly, IT efforts have been guided by the mission, values, goals and initiatives established in the Agency IT Strategic Plan. 2024 began with IT still establishing the foundational IT structures and resolving immediate needs and risks to the agency—by year's end, OSFM IT has been able to start proactively improving business processes.

Metrics were captured at the end of 2023 on IT performance from a business perspective. The scores were surprisingly high, while some thought that the high scores were reflective of now having dedicated IT staff. The 2024 metrics were again high, reflecting on the adherence to the core values of the team with regards to meeting agency needs and providing excellence in customer service. The commitment to excellence was demonstrated by Lauren Graham being awarded the Star Employee award for the agency for 2024 for her level of commitment to excellence and the agency.

The foundations laid and work completed in 2024 now sets the agency up for continued improvement and success through the rest of 2025 and into 2026. We have governance processes managing major work efforts, operations aligned with strategic goal and initiatives, and increasing service delivery maturity.

IT INITIATIVES

OSFM IT delivered on many of the initiatives established to meet agency and IT goals. In some instances, initiatives were delayed or removed due to new and changing priorities. Grants management was a significant initiative that has been affected by multiple events causing a significant delay in delivery.   IT capacity remains a significant barrier to IT being able to successfully meet all IT Initiatives at the desired pace of delivery. Generally, OSFM IT meets the needs of the agency, with an 84% satisfaction rating on request execution and 80% satisfaction rating on project delivery.   While both metrics are substantially higher than the industry average, OSFM IT plans to improve on the 2024 metrics.

2024 accomplishments include:

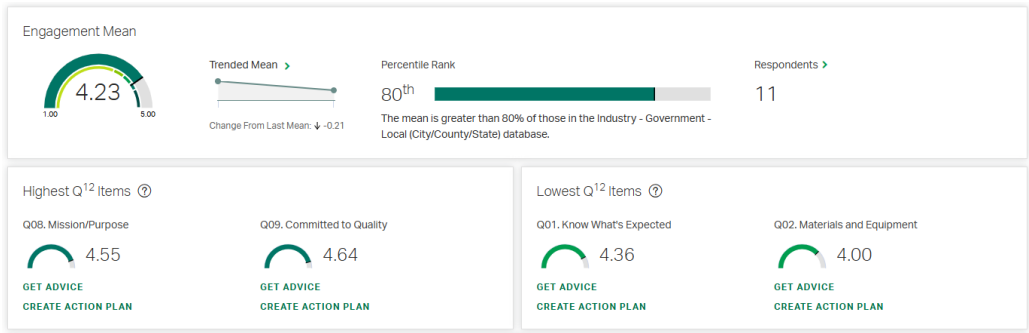| Agency Goal	IT Goal	Initiative Delivered
Stabilize the Agency	Establish IT Foundational Business Processes	Building technology finalized GIS strategic plan created IT policies published LaserFiche migration Project management implemented Remote site buildouts Standardization of laptop/replacement cycle
Data Driven Decisions	Improve Data Resources	Data dictionary and data catalog delivered Defensible Space area expansion FDID Database centralization Fire station operational reach layer delivered
Invest in Staff	Empower Agency Staff	IT Training Site published Knowledge base implemented Live IT trainings delivered
Improve Stakeholder Services	Improve the Customer Experience	AlwaysOn deployment completed AOC Comms modernization deployed Asset management implemented External sharing in Teams established Fireworks modernization deployed Fleetio/Geotab vehicle tracking implemented Payment portal delivered Public portal platform delivered Public records request process modernized Starlink deployment completed MatLab environment delivered

OPERATIONS

As a new agency, OSFM is still in the process of developing longitudinal metrics. 2023 metrics are reflective of roughly six months. The initial metrics are focused on customer support, with future metrics to be captured on application operations and project performance. In general, operations are performing well with a 90% SLA compliance rating, and a 97% satisfaction rating based on customer feedback.

Of importance, all development and infrastructure projects have been handled though IT governance and documented prioritization processes.

Additionally, team satisfaction metrics are above average and some of the highest within the agency. The metrics highlighted areas for improvement, but the team is committed to the agency mission, delivering quality services, and enjoys their work and the team.

Highlights for Reporting Period			
	2024	2023	Delta
Total Received Tickets	2,111	1,265	+846
Total Resolved Tickets	2,062	1,241	+821
Total Unresolved	74	24	+50
Resolution SLA Compliance	90.79%	78%	+12.79%
Average Resolution Time	20h 15m	1d 7h 32m	-10h 45m
First Response SLA Compliance	93.64%	86.91%	6.73%
Avg. First Response Time	14h 35m	9h 1m	+5h 34m
Highest Volume Month	August (223)	July (328 tickets)	-103
Highest Volume Day of the Month	18th (94 tickets)	27th (90 tickets)	+4
Highest Volume Date	8/20/2024 (27 tickets)	7/27/23 (42 tickets)	-15
Highest Volume Week	8/18/2024 (70 tickets)	7/23/23 (96 tickets)	-96
Highest Volume Day of the Week	Tuesday (500 tickets)	Thursday (283 tickets)	+217
Highest Volume Time of Day	8am (294 tickets)	8am (201 tickets)	+93

User Satisfaction Survey Overview						
	2024		2023		Delta	
	Total	%	Total	Percentage	Total	%
Tickets with Survey	1,834	86.88%	711	56.21%	+1,123	+157.95%
Responses Received	90	4.91%	19	2.67%	+71	+373.68%
Happy	*87*	**96.67%**	*18*	94.74%	+69	+383.33%
Neutral	*3*	**3.33%**	*0*	0.00%	+3	+300%
Unhappy	*0*	**0%**	*1*	5.26%	-1	-100%

Engagement Mean

4.23
1.00   5.00

Trended Mean >

Change From Last Mean: ↓ -0.21

Percentile Rank

80th

The mean is greater than 80% of those in the Industry - Government - Local (City/County/State) database.

Respondents >

11

Highest Q12 Items ⑦

Q08. Mission/Purpose

4.55

GET ADVICE
CREATE ACTION PLAN

Q09. Committed to Quality

4.64

GET ADVICE
CREATE ACTION PLAN

Lowest Q12 Items ⑦

Q01. Know What's Expected

4.36

GET ADVICE
CREATE ACTION PLAN

Q02. Materials and Equipment

4.00

GET ADVICE
CREATE ACTION PLAN

TEAM PERFORMANCE

The OSFM IT Team has been performing well throughout the year based on internal feedback and operational metrics. While operating under capacity constraint, the IT team has still been able to meet operational goals and agency expectations. Business satisfaction scores reflect the quality of the service being delivered despite capacity constraints.   Additionally, the IT met or exceeded all target metrics to measure IT operational success.

Benchmarking

IT Satisfaction 86%
10% points above avg.
INDUSTRY AVG: 76%
85TH PERCENTILE

IT Value 84%
9% points above avg.
INDUSTRY AVG: 75%
78TH PERCENTILE

IT Budget as % of Revenue 2%
5.6% points below avg.
INDUSTRY AVG: 7.6%
38TH PERCENTILE

IT Staff as % of Users 6.7%
0.7% points below avg.
INDUSTRY AVG: 7.4%
58TH PERCENTILE

Security Friction

Office/Desktop Security Friction is acceptable
100 % AGREE
13% points above avg.

Regulatory Compliance-driven Friction is acceptable
100 % AGREE
7% points above avg.

Data Access Friction is acceptable
100 % AGREE
14% points above avg.

Remote/Mobile Device Access Friction is acceptable
67 % AGREE
13% points below avg.

Capacity		Satisfaction		
Shadow IT	Use of Shadow IT: procurement of IT services and applications without IT involvement	21%	10% points below avg.
Capacity Constraint	Allocation of IT resources to adequately meet organizational demand for projects and services.	29%	18% points below avg.

Relationship				
Executes Requests	Satisfaction with the way IT executes your requests and meets your needs.	84%	10% points above avg.
Understands Needs	Satisfaction with IT's understanding of your needs.	83%	7% points above avg.
Communicates Effectively	Satisfaction with IT communication.	81%	7% points above avg.
Trains Effectively	Satisfaction with training quality and timing.	80%	11% points above avg.

TEAM PERFORMANCE (Contd)

IT Satisfaction Scorecard : Department Report / Oregon State Fire Marshal

INFO~TECH RESEARCH GROUP

IT Satisfaction Scorecard

IT Satisfaction
Satisfaction with the IT department and its ability to support your needs
trending unavailable
NET PROMOTER SCORE: 95%
86%

IT Value
Satisfaction that IT provides high value relative to your perception of cost and staffing
trending unavailable
NET PROMOTER SCORE: 90%
84%
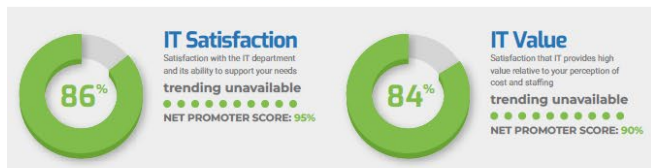
84% **Executes Requests**
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

83% **Understands Needs**
Satisfaction with IT's understanding of your needs.
trending unavailable

81% **Communicates Effectively**
Satisfaction with IT communication.
trending unavailable

80% **Trains Effectively**
Satisfaction with training quality and timing.
trending unavailable

Security Friction
Office/Desktop Security Friction is acceptable
100 % AGREE

Regulatory Compliance-driven Friction is acceptable
100 % AGREE

Data Access Friction is acceptable
100 % AGREE

Remote/Mobile Device Access Friction is acceptable
67 % AGREE

Business Satisfaction and Importance for Core Services

The core services of IT are important when determining what IT should focus on. The most important services with the lowest satisfaction offer the largest area of improvement for IT to drive business value.

Service	Description	Satisfaction		Organization Importance	Importance last survey
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	85%	trending unavailable	1ST	--
Devices	Satisfaction with desktops, laptops, mobile devices etc.	80%	trending unavailable	2ND	--
IT Security	Satisfaction that organizational devices and data are properly secured.	86%	trending unavailable	3RD	--
Service Desk	Satisfaction with responsiveness and effectiveness of service desk	91%	trending unavailable	4TH	--
Business Apps	Satisfaction with applications and functionality	86%	trending unavailable	5TH	--
Projects	Satisfaction with large department or corporate projects	80%	trending unavailable	6TH	--
Data Quality	Satisfaction with providing reliable and accurate data	85%	trending unavailable	7TH	--
Client-Facing Technology	Satisfaction with user experience and effectiveness	68%	trending unavailable	8TH	--
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	79%	trending unavailable	9TH	--
Work Orders	Satisfaction with small requests and bug fixes	88%	trending unavailable	10TH	--
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	83%	trending unavailable	11TH	--
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	79%	trending unavailable	12TH	--
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	87%	trending unavailable	13TH	--

Agency Goal	IT Goal	Target	Actual
Establish IT Foundational Business Processes	Satisfaction with responsiveness and effectiveness of service desk	80	92
	Satisfaction with policy design and enforcement around security, governance, etc.	80	83
	Projects utilizing the OSFM Governance process	100	100
Improve Data Resources	Data quality business satisfaction score	80	85
	Databases in compliance with OSFM and EIS Open Data standards	100	100
Empower Agency Staff	Staff trained in enterprise standard tools	100	100
	Trains effectively customer rating	80	80
Improve the Customer Experience	Satisfaction rating with business apps	80	86
	Satisfaction rating with Network and Comms Infrastructure	80	85

2025 GOALS

Moving forward in 2025, the upcoming initiatives are currently targeted for completion:

Agency Goal	IT Goal	Initiative Planned for 2025
Stabilize the Agency	Establish IT Foundational Business Processes	Create division IT strategic plans Create agency artificial intelligence policy Complete IT position process documentation Meet CSS recommended CIS standards Create migration plans for deprecated applications Reduce shadow IT by 25%
Data Driven Decisions	Improve Data Resources	Document data collection and dissemination processes Complete OSFM Cardlock cube Create OSFM data warehouse Complete OSFM financial dashboard Centralize GIS support for IMT GIS efforts
Invest in Staff	Empower Agency Staff	Create scheduled in person technology trainings Update on demand trainings with recent capabilities Create grassroots technology champions group
Improve Stakeholder Services	Improve the Customer Experience	Complete AOC Tracking database Modernize Grants Management application Deploy Pyrotechnician, Displays licensing applications

2025 ROADMAP

		2025 Q1				2025 Q2			2025 Q3			2025 Q4			
		16	17	18	19	20	21	22	23	24	25	26	27	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	J

Establish IT Foundational Business Processes

Establish IT Governance Processes	1
Create Division IT Strategic Plans	
Establish Agency IT Policies	2
Publish Agency Artificial Intelligence Policy	
Establish Agency IT Practices and Procedures	3
Document IT procedures for each position	
Meet CSS recommended COBIT Standards	
Consolidate IT Within the Agency	4
Create migration plans for duplicative applications	
Reduce shadow IT applications	

Improve Data Resources

Establish Data Standards	1
Document data collection and dissemination processes	
Create Data Warehouses	2
Create financial data warehouse	
Create financial dashboard	
Create fire response data warehouse	
Enhance GIS Capabilities	3
Centralize GIS support for IMT GIS efforts	

Empower Staff

Deliver technical training to agency staff	1
Create scheduled in person trainings on a scheduled basis	
Create community-based support	1
Facilitate technical grassroots teams for greater best practice and	

Improve the Customer Experience

Modernize Applications	1
Replacing AOC Tracking database	
Modernize Grants Management solution	
Replacing Regulatory Access databases - Remaining FW	
Replacing Regulatory Access databases - Cardlock	
Replacing Regulatory Access databases - LPG	
Modernizing Mutual Aid Reimbursement System	
Adding and Improving Services	4
Implement an external learning management system	
Implement an event management system-Pended	
Establish External Community Capability	3
Implement an external domain for conflagration response	
Implement a fire agency portal for services	
Solidify the Technology Stack	2
Implement Starlink for Phones	
Implement FirstNet MegaRange for limited cell capability--	